



University of Applied Sciences and Arts
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EuromPM

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Project Organization

Project Management Office (E)PMO

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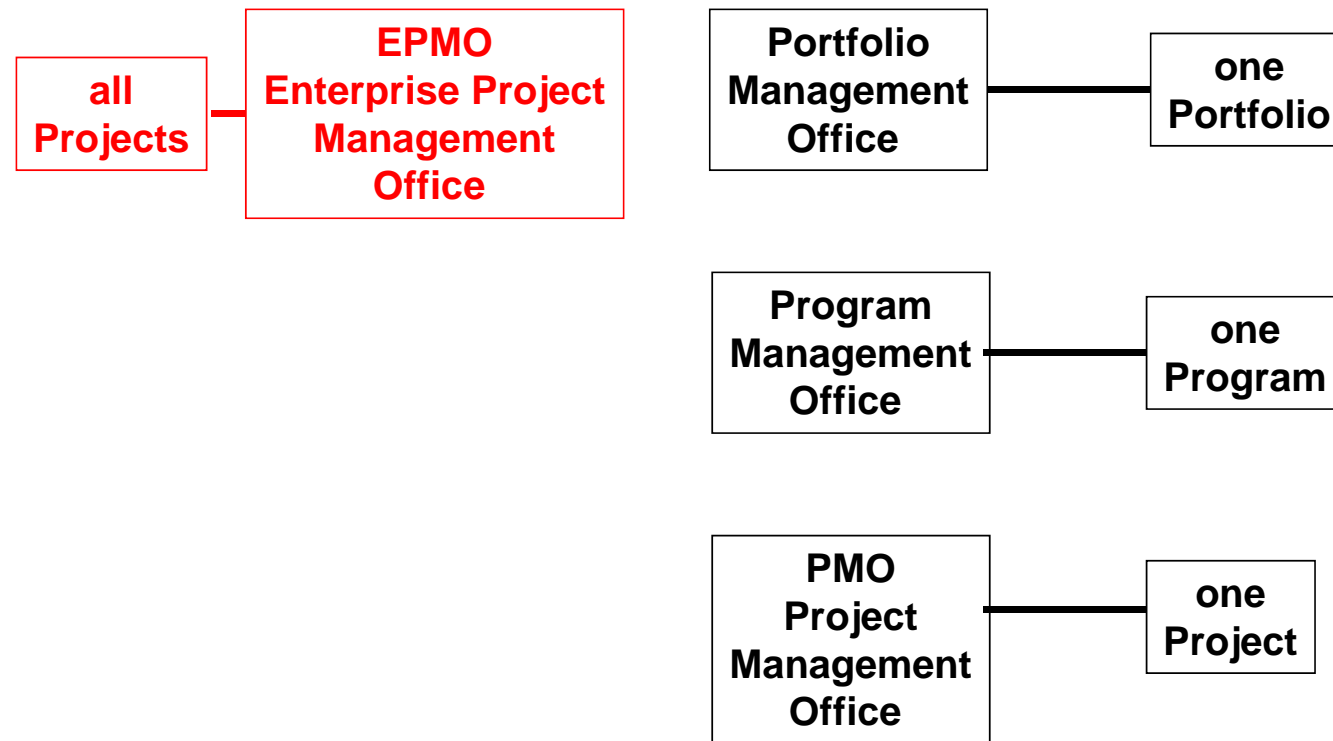


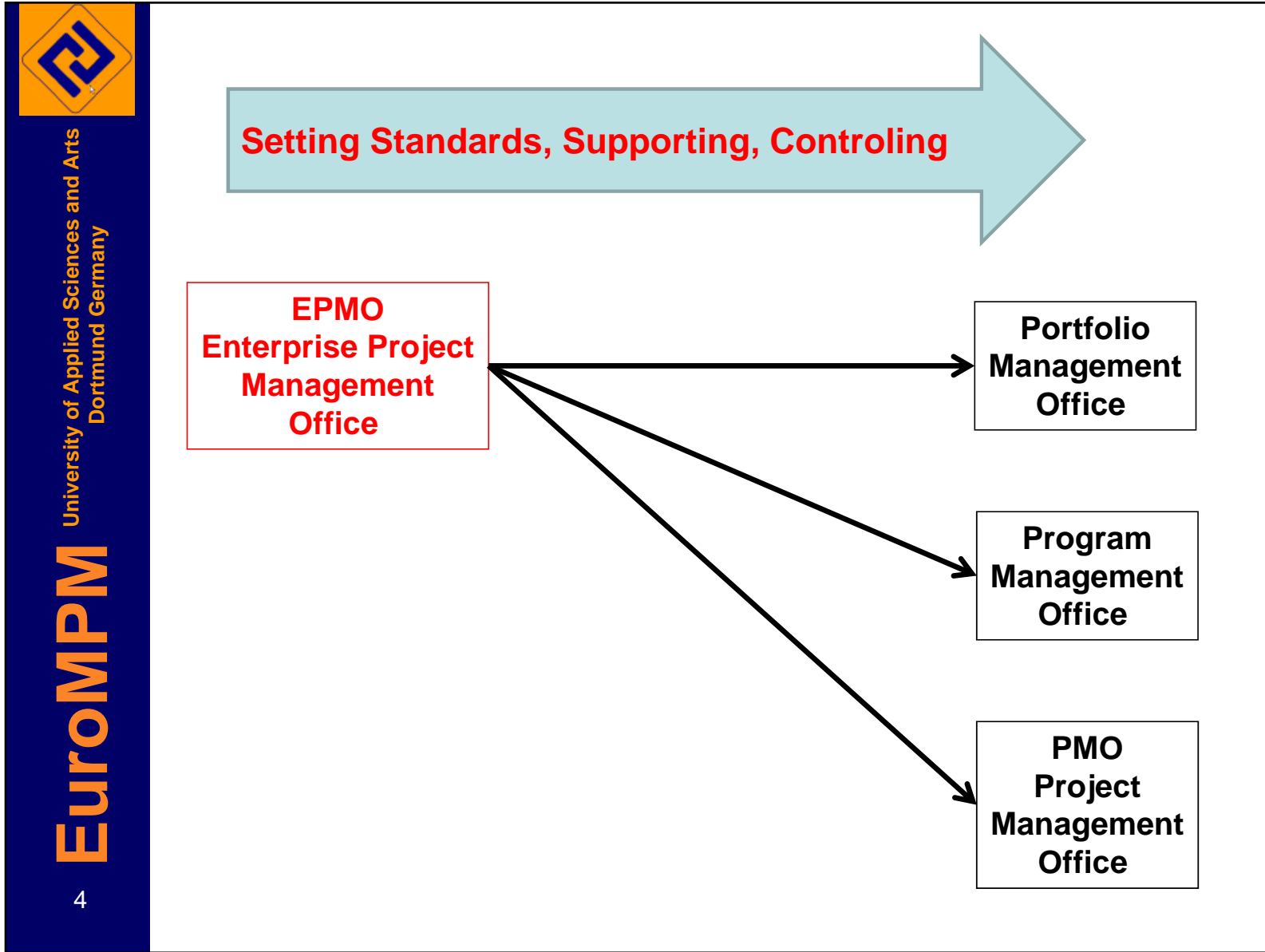
Agenda

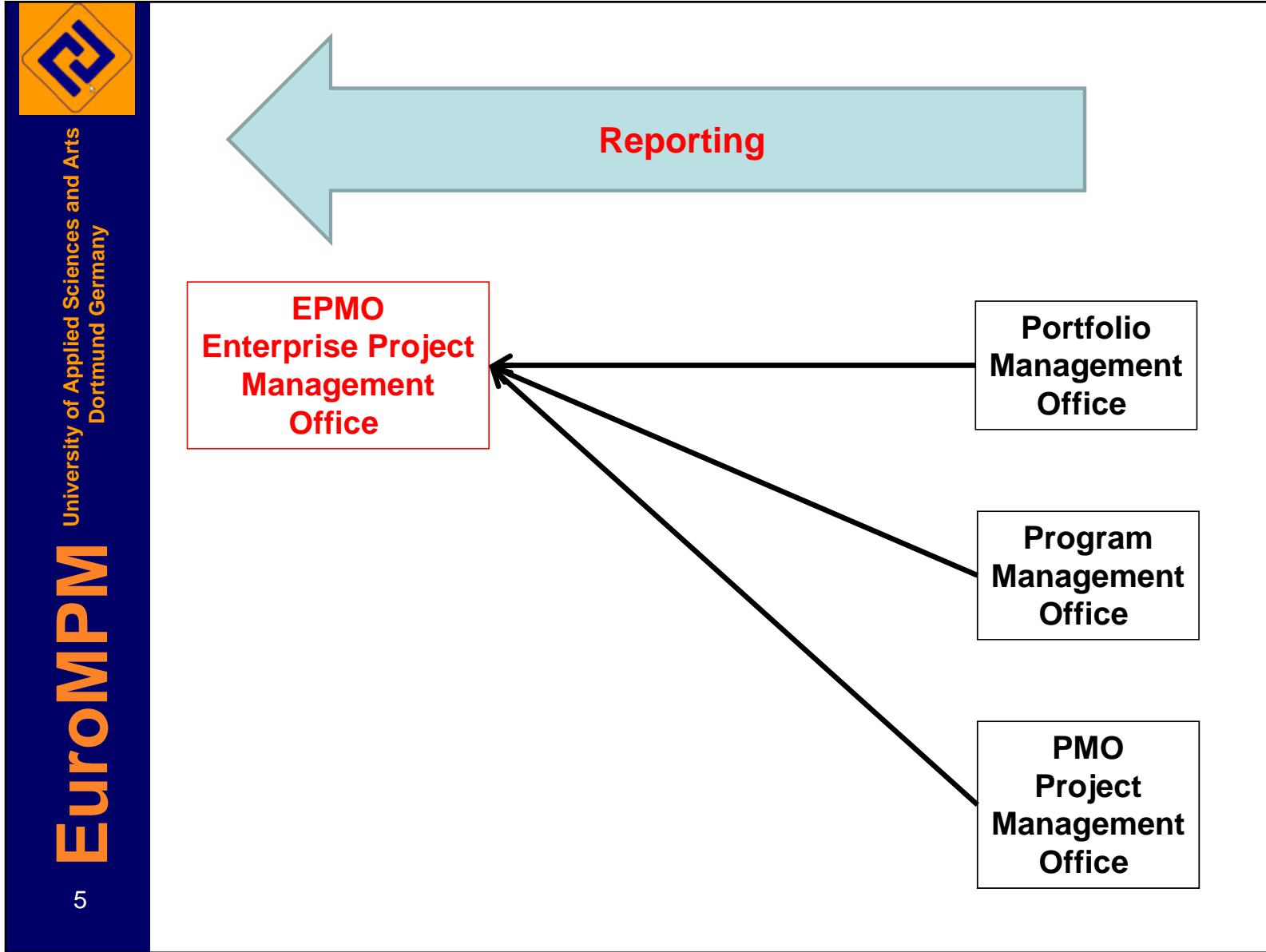
- **PMO – concepts, definitions**
- **Project-, Program-, Portfolio-Office**
- **Enterprise PMO - EPMO**

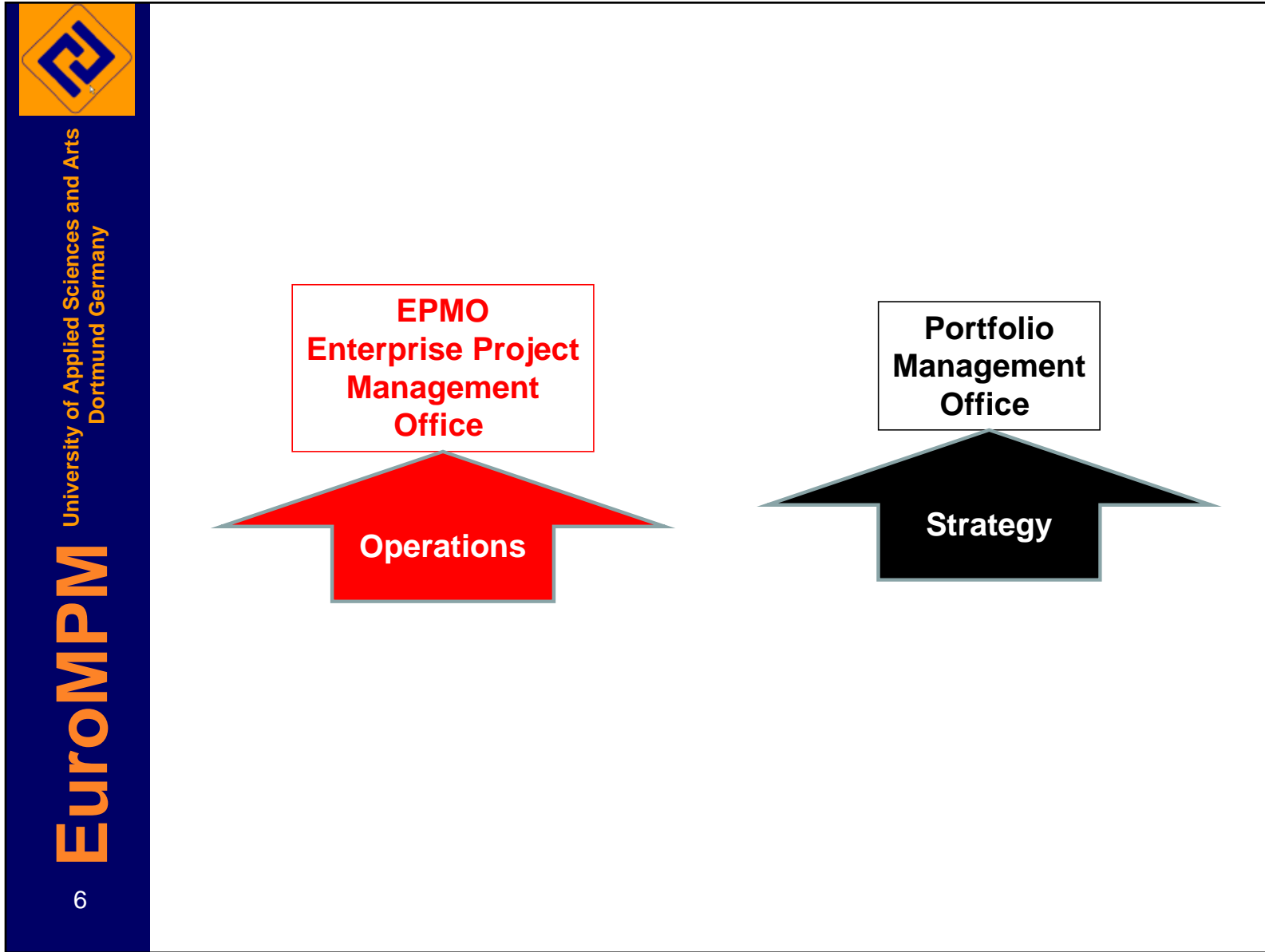


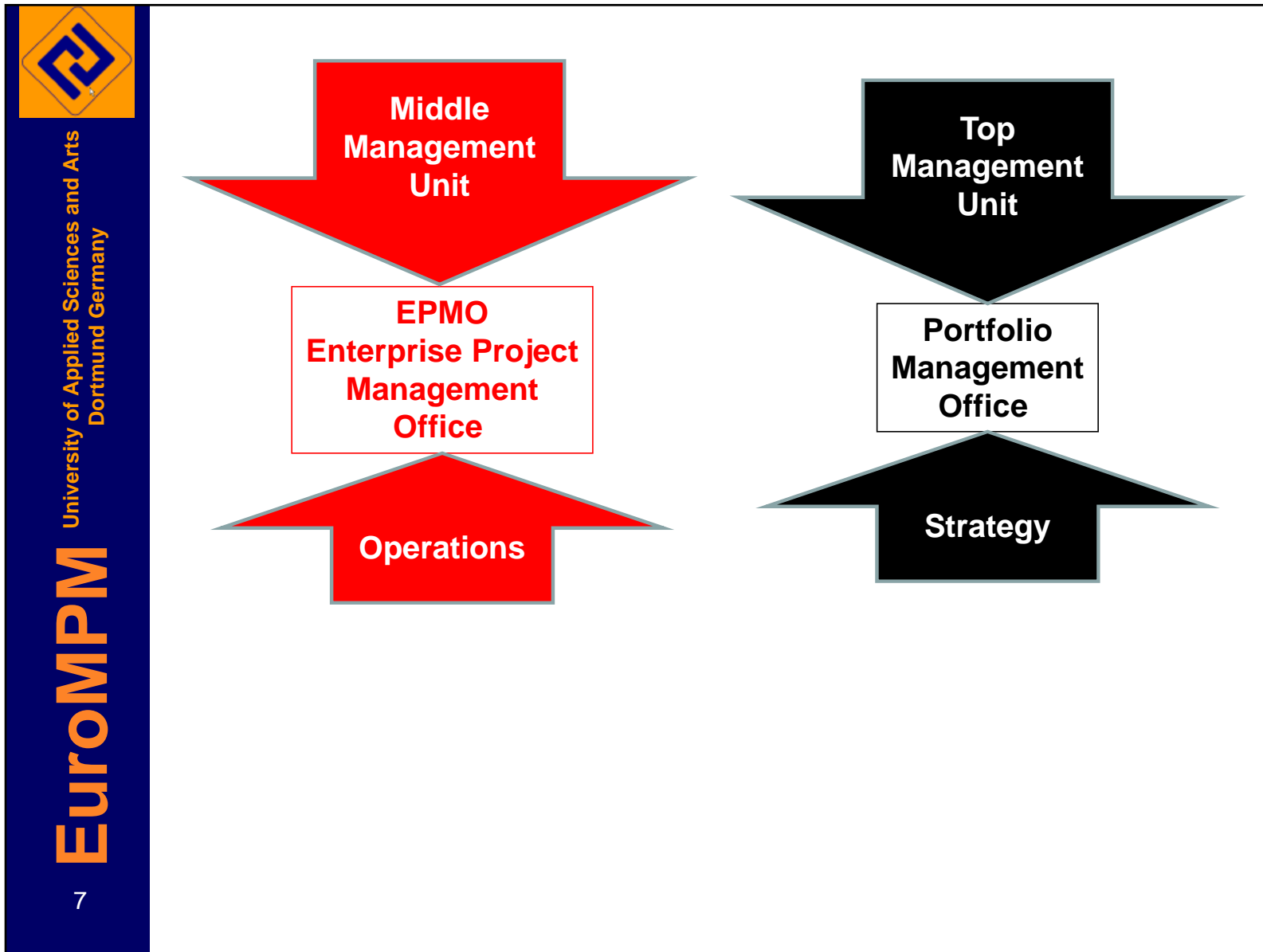
Types of PMOs







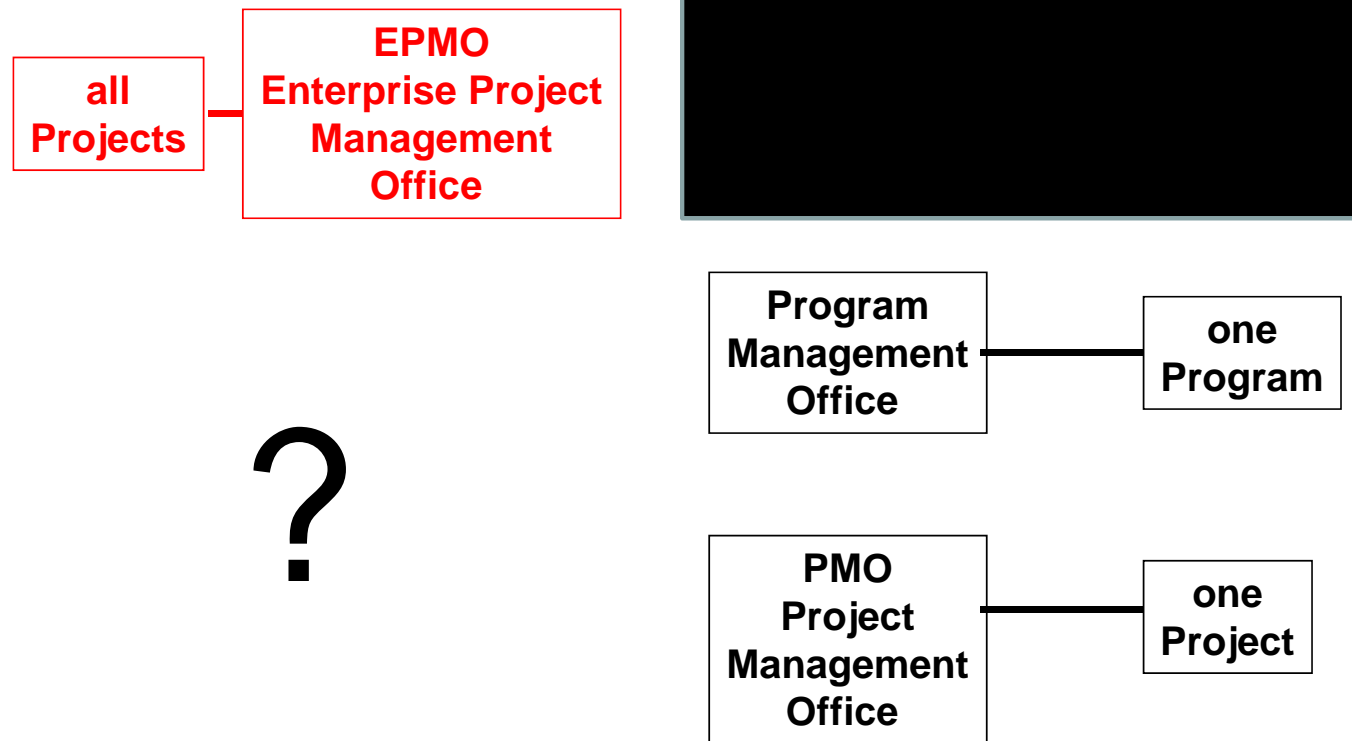






Types of PMOs

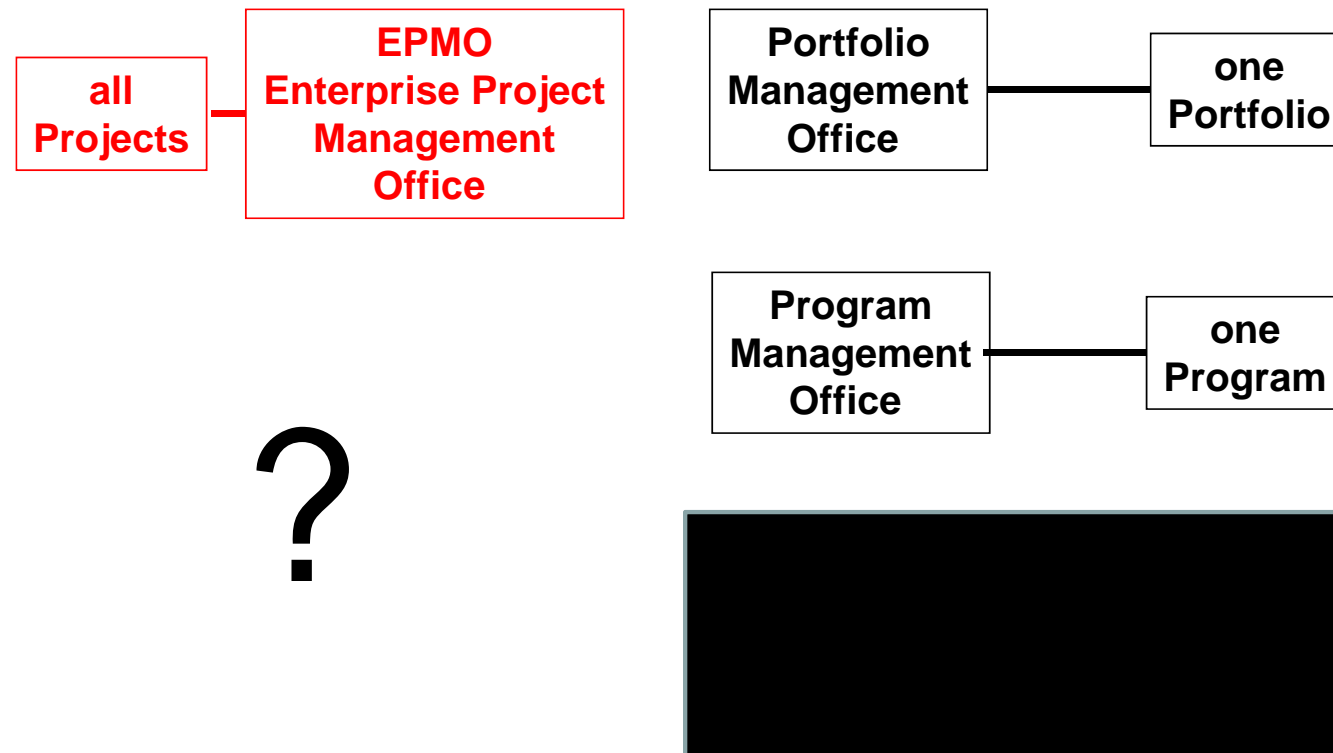
Not all types are available in all organizations





Types of PMOs

Not all types are available in all organizations





EPMO

Enterprise Project Management Office

A Project Management Office (EPMO) is a **department** within an organization tasked with the responsibility of improving project management across the entire organization.

The EPMO tries to equip project managers with the best methodologies and tools available, and it also works to ensure that projects adhere to adopted standards and processes.



PMO

Defining a PMO

Project Office

The acronym PMO can be used for three different types of offices within an organization:

1. Project Management Office
2. Program Management Office
3. Portfolio Management Office

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PMO

Project Management Office

A PMO manages a single project.

PMOs are supported by EPMOs.



PMO

Project Management Office

All PMOs share the common goal of improving project performance.

A successful EPMO will enable more projects to deliver high quality results on time and within budget.

To establish a PMO, the role of the PMO and the services must be defined.



PMO

Project Management Office

The PMI formally defines a Project Management Office as "an organizational body or entity assigned various responsibilities related to the centralized and coordinated management of those projects under its domain.

The responsibilities of a PMO can range from providing project management support functions to actually being responsible for the direct management of a project."
(Combined Standards Glossary, 2nd Edition.)

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PMO

Program Management Office

The PMI formally defines a Program Management Office as "the centralized management of a particular program [or programs] such that corporate benefit is realized by the sharing of resources, methodologies, tools and techniques and the related high-level project management focus." (Combined Standards Glossary, 2nd Edition.)

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PMO

Program Management Office

A Program Management Office manages a **single program**.

When an organization charters and launches a new program, it may set up a Program Management Office to manage it.

Once established, this office is tasked with organizing, initiating, coordinating and controlling all projects within the program.

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PMO

Program Management Office

The Program Management Office takes a program all the way through its life cycle of initiation, planning, execution and closure.

A program can only succeed if the projects within it deliver acceptable results on time and within budget.

Therefore, program success depends on project success. As a result, it makes sense for a Program Management Office to ensure the success of the projects within its program.

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PMO

Portfolio Management Office

A Portfolio Management Office manages all the resources that an organization devotes to programs and projects.

It operates at a strategic level, connecting organizational goals to programs and projects and reporting directly to executive management.

The office ensures that organizational strategy is implemented successfully through each and every program and project.

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PMO

Portfolio Management Office

A Portfolio Management Office is sometimes called a Strategic Project Management Office. The key activities in a Portfolio Management Office are:

- Achieving strategic business objectives through programs and projects
- Communicating strategic objectives down to the program and project level
- Aggregating and communicating project status up to the executive level
- Assessing project and program risks and reporting their status to executives

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PMO

Role of a PMO

The role of a PMO is to improve the level of project management in an organization. It is responsible for:

1. Identifying and solving problems using online project management

To identify problems, the PMO performs assessments, that is, evaluations of the overall state of project management.

The first assessment is performed during the “**Create a business Case**” process and the results are reported in the Business Case template.

Additional assessments are performed as needed, including during PMO Planning. In addition, the PMO may review and audit individual projects to identify any problems they may have and then take specific actions to resolve those problems.

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PMO

Role of a PMO

The role of a PMO is to improve the level of project management in an organization. It is responsible for:

2. Providing ongoing services to ensure that problems stay solved and do not recur

Because new projects are always starting, it is not enough to simply solve problems with existing current projects.

The PMO must proactively offer a suite of services that will meet the current, as well as future projects.

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PMO

Role of a PMO

The role of a PMO is to improve the level of project management in an organization. It is responsible for:

2. **Providing ongoing services to ensure that problems stay solved and do not recur**

These services fall into four distinct categories.

1. **General Services** disseminate project status information and reduce costs through standardization.
2. **Supportive Services** provide the training and support to help project managers succeed on their projects.
3. **Controlling Services** assess and review the status of project management and projects to define problems and recommend corrective action.
4. **Directive Services** are used to directly manage projects.

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PMO

Role of a PMO

The role of a PMO is to improve the level of project management in an organization. It is responsible for:

3. Cost reduction through efficient, centralized services

The PMO can increase project efficiency through the centralization of services such as staff, supplier, customer and equipment management.

Centralizing these services also standardizes how they are implemented, thereby reducing the costs incurred by using different methods on different projects

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PMO

Role of a PMO

The role of a PMO is to improve the level of project management in an organization. It is responsible for:

4. Making sure that stakeholders have up-to-date, accurate information

The PMO will update Plans and produce Report Status for projects, programs and portfolios.

Depending on the level of sophistication of the Knowledge Base, this may be a manual activity or a thoroughly automated function

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PMO

Role of a PMO

The role of a PMO is to improve the level of project management in an organization. It is responsible for:

5. Supporting ongoing improvement in project management

Organizations and their projects are constantly changing and the PMO must change with them.

When the original problems are solved, new problems or opportunities are identified and the PMO can then support ongoing improvement in project management

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PMO

Role of a EPMO

The exact role of a EPMO will depend on the **needs and culture** of the organization it serves.

Defining the exact role begins in the very first step of EPMO Initiation and that role is given its initial definition in the EPMO Charter.

The process of defining the EPMO's role is ongoing: It continues through the EPMO Planning process; and it is revisited during the processes of performing assessments and EPMO Improvement.

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PMO

Role of a EPMO

It is essential that the role of an Enterprise Project Management Office (EPMO) be well defined and well understood by everyone in the organization.

When a EPMO's role is poorly defined, either some jobs won't get done, or there will be duplication of effort.

A poorly defined PEMO will result in an organizational perception that the EPMO is either over-extending its mandate or failing to perform. When this happens, the EPMO's effectiveness is severely compromised.

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PMO

Role of a EPMO

A EPMO's role is defined by its core activities and by its **contrast to** the activities of **project, program and portfolio management.**

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PMO

The Core Activities of a EPMO

A successful EPMO will perform these core activities:

- **Assesses and improves** project management throughout the organization
- **Standardizes** project management practices throughout the organization
- **Improves communication** so that senior executives and stakeholders know project status
- **Improves communication and decision-making**, so that projects achieve strategic objectives

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PMO

The Core Activities of a EPMO

This is sometimes referred to as having a role as an **integrator**.

To integrate means to bring in, or to bring together.

The EPMO brings project management **standards** and **best practices** into the organization and brings together different projects and project stakeholders so that they all use similar best practices.

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PMO

The Core Activities of a EPMO

When all projects operate using similar **best practices**, the overall **project success** rate increases and project costs decrease.

When the EPMO performs its core activities, it improves both the organization's effectiveness and its efficiency in project management, thereby justifying its existence

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PMO

The Core Activities of an EPMO

The project management office works to improve project management for all projects.

- Some organizations may not have defined a portfolio or set up a portfolio management office.
- Some organizations may not have defined programs or set up program management offices.
- Not all projects need to be overseen by programs.
- A EPMO can support projects whether or not they are part of a program and whether or not a portfolio is defined.
- If a Portfolio Management Office exists, it is likely to have oversight of the Project Management Office.

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PMO

EPMO vs. Project Office

The role of a EPMO is very different from the role of a project office that manages a single project, as shown in this table:

Detail of Role	EPMO	Project Office
Responsibility	Responsible for no particular projects, or directly responsible for many projects, but not just one project	Responsible for just one project
Duration	An ongoing business activity	A time-limited activity that will close at the end of the project
Reporting	Collects and delivers project information about all projects in an organization, to executives and stakeholders	Organizes and delivers information about just one project, to the project sponsor and stakeholders
Assistance	Provides support, guidance and direction to many project managers	Provides support, guidance and direction to just one project manager
Strategic Alignment	Ensures that all projects follow standards mandated by executives	Ensures that the one project it is responsible for, meets its strategic objectives.



PMO

EPMO vs. Program Management Office

A EPMO focuses on supporting a wide range of projects and programs, whereas a Program Management Office **supports just one program**. For example, a EPMO is likely to take the role of training provider for all project managers within the organization, whereas a Program Management Office may support the training needs of a single program of work.

In terms of reporting, there is distinct overlap between the PMO and the Program Management Office. PMOs and Program Management Offices both aggregate and disseminate status information. A PMO delivers this information to all organizational executives and stakeholders, whereas a Program Management Office delivers the same information only to executives and stakeholders of the particular program they manage.

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PMO

EPMO vs. Portfolio Management Office

A EPMO and a Portfolio Management Office are **both concerned with all projects** within the organization. However, their roles operate at very different levels in the organization.

A EPMO functions at a **middle-to-lower management level**, ensuring the proper management and success of each project.

Whereas a Portfolio Management Office operates at the **highest executive level**, managing organizational resources and ensuring that they are directed towards strategic objectives. The Portfolio Management Office also takes on the role of minimizing organizational risk while maximizing return on investment (ROI).

An organization can have a Portfolio Management Office as well as multiple Program Management Offices and Project Management Offices.

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